

# DOCUMENT RESUME

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## ABSTRACT

This document lists Muskingum Area Technical College's (MATC) institutional goals and objectives for 1976-77. MATC uses a management by objectives (MBO) approach in order to direct the efforts of its personnel toward completion of measurable objectives leading to achievement of its institutional goals, which are derived from the philosophy and purpose of the institution. The goals are presented in two sequences; (1) primary goals, those goals of major importance to the purpose and mission of the college, and (2) enabling goals, which support the achievement of the primary goals. Beneath each goal is listed a varying number of objectives, short-term (up to one year) measurable achievements which are intended to reflect progress toward the accomplishment of a goal. The office of the college bearing primary responsibility for the accomplishment of each goal and objective is indicated. Also included in this document are definitions of goals and objectives, a brief presentation on school management by objectives, and a copy of the MATC president's memorandum to employees eliciting personal professional improvement objectives from each staff member (individual objectives are not included). (jDS)

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MUSKINGUM AREA  
TECHNICAL COLLEGE

1555 NEWARK ROAD  
ZANESVILLE, OHIO 43701  
614/454-2501

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GOALS & OBJECTIVES  
FOR  
1976 - 77



A PART OF MATC'S ONGOING  
EDUCATIONAL MANAGEMENT BY OBJECTIVES EFFORT

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6/18/76  
Revised 7/26/76

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MUSKINGUM AREA TECHNICAL COLLEGE

Goals & Objectives for 1976-77

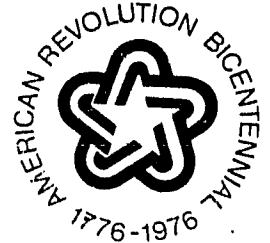
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9. Memorandum to Employees - Personal Professional Improvement Objectives  
(Note: The above-mentioned individual objectives are not contained in this document.)



# MUSKINGUM AREA TECHNICAL COLLEGE

1555 NEWARK ROAD, ZANESVILLE, OHIO 43701  
614/454-2501



## M E M O R A N D U M

TO: MATC Board of Trustees  
MATC Citizens' Advisory Council  
Other Interested Friends and Supporters of the College

FROM: Dr. Terry J. Puckett, President *TJP*

DATE: Friday, June 18, 1976

SUBJECT: Goals and Objectives of the College for 1976-77

In order that you may have a better understanding of the philosophy, approach, and direction which your College is taking in its quest for quality and expanded educational service to our local community, I am sending you this copy of the Goals and Objectives of the College for 1976-77.

As an important part of the College's on-going educational management by objectives effort, these objectives have been developed with considerable input and involvement from throughout the College. It is planned that they will serve as guiding principles as we pursue the challenges and opportunities of the coming year.

Clear direction is the hallmark of any successful enterprise, whether it is private business or public education. There must be clarity of purpose or there can be no organized process leading toward progress and change. By utilizing measurable performance objectives, it is hoped that the College can realize the maximum benefits of clarity of purpose. At the end of the year, through the annual Goals and Objectives Achievement Report, the College expects to be in a better position to ascertain its successes, shortcomings, and continued opportunities for improvement for the following year.

I sincerely hope you will find this document helpful in gauging the progress and direction of Muskingum Area Technical College. Your comments and suggestions aimed at assisting the College in this management, learning, and service improvement program would be welcomed.

Thank you.

baq

## PHILOSOPHY

The philosophy of the Muskingum Area Technical College is that quality post-high school technical education should be available to all high school graduates and adults who desire it and can benefit from it. Consequently, the College exercises an "open door" admissions philosophy and believes that upwards to two-thirds of the high school graduates are potential students whose career interests could be effectively served by the College. If they apply themselves diligently, there is a curriculum for them in technical education.

A recent report by the Citizens' Task Force on Higher Education, which was appointed by the Governor of the State of Ohio, concluded that all Ohioans, whatever their ages, whatever their ability to pay, must be given the opportunity to pursue education beyond high school. Toward this goal three paramount objectives must be accomplished. They are:

- (1) equal access to higher learning for all,
- (2) lifelong learning opportunities for all ages, and
- (3) emphasis on excellence in higher and technical education through planning and adequate financing.

The Muskingum Area Technical College subscribes to the philosophy as indicated by these objectives and seeks to contribute to their achievement in every way feasible.

## Purpose

The primary purpose of the Muskingum Area Technical College is to prepare our students for rewarding careers as technicians or para-professionals within a cluster of technical specialty employment opportunities; an education which provides a background not only for mid-level entry employment but sufficient for growth and advancement within the selected career field.

The College seeks to pursue its mission by providing quality associate degree technical college programs and adult-education technical programs in the fields of business, engineering, environmental science, health and public service which meet the needs of the area served.

## INSTITUTIONAL GOALS

Muskingum Area Technical College seeks to fulfill its purpose by keying its endeavors and operations to the accomplishment of the following goals.

1. To provide programs and instruction for the broadest possible range of high school graduates and adults which are relevant to the needs, desires, and aspirations of students, "industry," and local citizens and which are aimed uncompromisingly at successful career employment and personal fulfillment for the individual.
2. To develop and offer a comprehensive variety of Associate Degree programs in Applied Science and Applied Business which will prepare a student for employment as a technician or para-professional and which are compatible with the needs of "industry" and individuals of the area served.
3. To provide training at a level that will permit application and acceptance into a baccalaureate degree program in a technical field if desired.
4. To work and cooperate with other educational institutions to establish in technical education an open-ended curricula to allow students at any level to enter employment or to continue formal education with minimum disruption or loss of credit.
5. To promote a positive attitude toward work, including high standards of personal behavior, character, integrity, and self improvement.
6. To develop in graduates the technical knowledge, skills, and attitudes which will provide for successful job entry performance, continued employment, and advancement.
7. To surround the student with an environment of the kind within which he will be employed, encompassing a maximum exposure to other technically competent specialists and "hardware" closely approximating that in "industry."
8. To promote and assist graduates in obtaining rewarding job placement commensurate with a quality two-year college-level technical education.
9. To provide adequate general education to enable students to intelligently assume the responsibilities of citizenship.
10. To develop and offer special continuing education programs for occupational advancement, refresher, and retraining purposes.
11. To provide counseling and advisement services to students and citizens which will assist them in choosing and completing appropriate courses of study.
12. To provide a system of instruction which is directed toward meeting the learning requirements and needs of individual students at the time they need it.
13. To provide a source of skilled manpower upon which the area may draw for the successful continuation and expansion of technical enterprises in order to enhance the economic development of the region served.
14. To provide faculty, facilities, and consultant services for business, industry, and the community.
15. To cooperate with area public and private institutions in order to prevent duplication of efforts, maximize the resources available to students and faculty, and realize the fullest benefits from the tax dollar.
16. To accomplish all of the above goals in the most efficient and economical manner compatible with quality offerings.

## Definitions

A goal is a long-range accomplishment (1-5 years), generally not written in measurable terms. A goal is numerically identified in this document by a "0" to the right of the decimal point. Example: Goal 21.0

Primary goals are those institutional goals (16) of major importance to the purpose and mission of MATC which have been approved by the Board of Trustees and are generally contained in all major College publications.

Enabling goals are those goal-oriented statements (22) whose achievement is of great importance in enabling the more comprehensive primary goals to be achieved.

An objective is a short-term (up to 1 year) measurable achievement which is intended to reflect progress toward the accomplishment of a goal. An objective is numerically identified in this document by a number, "1-9", to the right of the decimal point. Example: Objective 21.3 is the 3rd objective relating to goal 21.0.

There are generally four (4) types of objectives: (1) Routine Objectives, (2) Problem Solving Objectives, (3) Innovative Objectives, and (4) Personal Objectives. This document only pertains to Problem Solving and Innovative Objectives.

Management of Objectives may be defined as a continual process whereby superior and subordinate managers of the organization periodically identify its common goals, define each individual's major areas of responsibility in terms of the results expected, and use these agreed-upon measures as guides for operating each department and for assessing the contribution of each manager to the work of the entire organization.

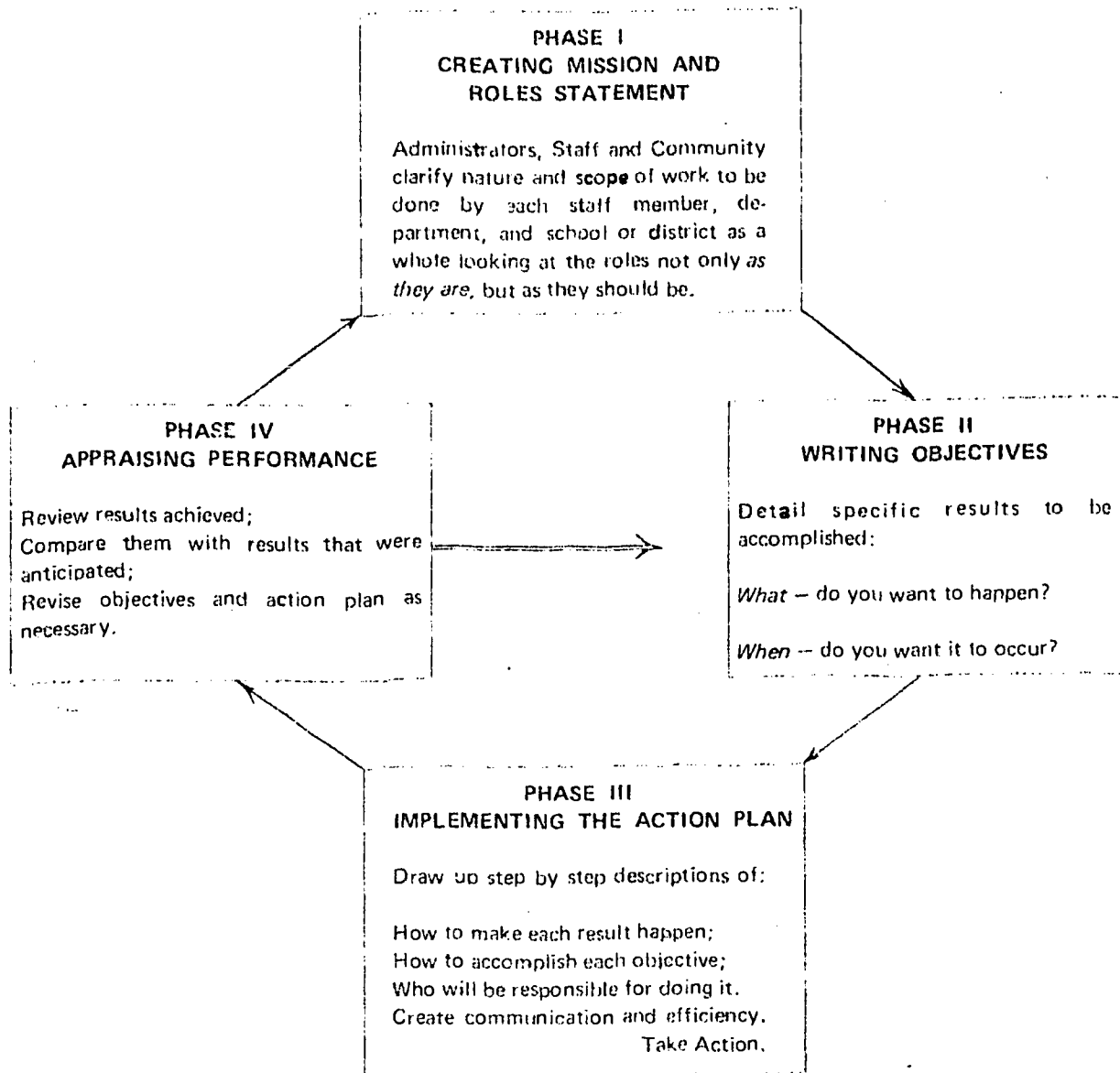
The column labeled "RESP" refers to the area of the College which has primary responsibility for the achievement of the goal or objective. All institutional goals must be pursued through the cooperation of every employee of the College. Objectives which lead to the achievement of a specific goal are more easily attained, however, when one person accepts the responsibility for fulfilling them. This classification of the responsibilities for achieving objectives involves only the five senior administrative officers who may, in turn, delegate responsibility to staff members, when appropriate. When more than one office is listed, the responsibility for achieving the objective is equally incumbent on all offices listed, although primary responsibility remains with the first-listed office.

## Key to Abbreviations

P = President's Office  
DI = Dean of Instruction's Office and staff  
SS = Dean of Student Services & Registrar's Office and staff  
BM = Business Manager & Treasurer's Office and staff  
PD = Planning & Development Office

6/18/76

**SCHOOL MANAGEMENT BY OBJECTIVES AND RESULTS**  
**A FOUR PHASE PROCESS**





MUSKINGUM AREA TECHNICAL COLLEGE  
Primary Institutional Goals  
 and

Related Measurable Objectives - Part of the Ongoing  
Management by Objectives Effort

<u>RESP.*</u>	<u>GOAL</u>		
		1.0	To provide programs and instruction for the broadest possible range of high school graduates and adults which are relevant to the needs, desires and aspirations of students, industry, and the local citizens and which are aimed uncompromisingly at successful career employment and personal fulfillment for the individual.
SS	OBJECTIVE	1.1	That 95% of the graduates available for employment will obtain job placement.
SS	OBJECTIVE	1.2	That 80% of the graduates available for employment will obtain related job placement.
DI SS	OBJECTIVE	1.3	Of the full-time students who initially enroll during the Fall Quarter, 60% will subsequently complete their associate degree program within three years.
DI	OBJECTIVE	1.4	Equal success in graduating will be achieved by those students who enter a college-level course via the developmental or review route as by those who enter the course directly.
	<u>GOAL</u>	2.0	To develop and offer a comprehensive variety of associate degree programs in applied science and applied business which will prepare a student for employment as a technician or paraprofessional and which are compatible with the needs of industry and individuals of the area served.
SS	OBJECTIVE	2.1	Same as Objective 1.1.
PD	OBJECTIVE	2.2	To conduct a comprehensive in-district educational program needs and interests survey of both industry and prospective students.
DI	OBJECTIVE	2.3	To develop and implement one new associate degree career program each year.
	<u>GOAL</u>	3.0	To provide education and training at a level that will permit application and acceptance into a baccalaureate degree program in a technical or related field, if desired.
SS DI	OBJECTIVE	3.1	That 75% of the graduates transferring to technical or related fields of study have 80 credits accepted.
	<u>GOAL</u>	4.0	To work towards establishing and to cooperate with other educational institutions in establishing for technical education open-ended curricula so as to allow students who choose not to enter employment immediately after completion of any level of education to continue their formal education with minimum disruption, loss of credit and duplication of efforts.

\*See the last page for the meaning of the word "RESP." (A key to the abbreviations is on the last page.)

<u>RESP.*</u>			
SS DI	OBJECTIVE	4.1	Same as Objective 3.1.
DI SS	OBJECTIVE	4.2	To provide recommendations concerning a policy of credit awards for (1) industrial experience, (2) teaching experience, (3) military service schools, (4) CLEP, (5) independent study, (6) advanced exams, and (7) credit by examination.
DI	OBJECTIVE	4.3	To establish one cooperative two-plus-two program each year.
	<u>GOAL</u>	5.0	To provide a positive attitude toward work, including high standards of personal behavior, character, integrity and self-improvement.
DI	OBJECTIVE	5.1	To develop and implement a unit of instruction pertaining to work attitudes in an appropriate course(s) to be taken by all students.
DI	OBJECTIVE	5.2	To include in all courses objectives related to attitudes towards work, personal achievement and work responsibilities.
DI PD	OBJECTIVE	5.3	To develop as part of the course evaluation form a method to determine the extent to which instructors have succeeded in fostering attitudes towards work, personal achievement and work responsibilities.
	<u>GOAL</u>	6.0	To develop in graduates the technical knowledge, skills and attitudes which will provide for successful job entry performance, continued employment and advancement.
DI	OBJECTIVE	6.1	Same as Objective 1.1.
SS	OBJECTIVE	6.2	That periodic followups (1, 3 and 5 years) of employed graduates (degree and certificate) show continued employment in their field or a related field as follows: After one year - 80%, after three years - 75%, after five years - 70%.
PD SS	OBJECTIVE	6.3	That a method be developed for determining MATC students' comparative performance with those of other two-year college graduates in state or national examinations relating to their specialties.
DI	OBJECTIVE	6.4	To revise course syllabi to include measurable learning objectives at the rate of one course per faculty member per quarter until all syllabi have been revised, starting with those courses taught at night by part-time faculty.
	<u>GOAL</u>	7.0	To surround the student with an environment of the kind within which he will be employed encompassing a maximum exposure to other technically competent specialists and hardware closely approximating that in industry.
P BM	OBJECTIVE	7.1	Five percent of the College's annual budget or a comparable grant amount will involve the purchase, replacement or repair of technical instructional equipment.

<u>RESP.*</u>			
DI	OBJECTIVE	7.2	Each faculty member will take students on at least one industry-related field trip each quarter.
DI	OBJECTIVE	7.3	Twenty percent of the faculty will obtain summer industry or business employment related to their teaching specialty.
	<u>GOAL</u>	8.0	To promote and assist graduates in obtaining rewarding job placement commensurate with a quality two-year college-level technical education.
SS	OBJECTIVE	8.1	Same as Objective 1.1.
SS	OBJECTIVE	8.2	To increase by 25% the number of employment leads received.
SS	OBJECTIVE	8.3	To increase by 25% the number of on-campus employment interviews.
	<u>GOAL</u>	9.0	To provide adequate general education to enable students to intelligently assume the responsibilities of citizenship.
SS	OBJECTIVE	9.1	That 75% of those students who graduate will have registered to vote.
	<u>GOAL</u>	10.0	To develop and offer special continuing education programs for occupational advancement, refresher and retraining purposes.
DI	OBJECTIVE	10.1	The Office of Adult and Continuing Education will develop and offer at least four occupational advancement courses per year related to each of the divisions in cooperation with the division chairmen.
DI	OBJECTIVE	10.2	For any given quarter the number of employees participating in occupational advancement courses will be 10% higher than the same quarter of the previous year.
DI	OBJECTIVE	10.3	The Office of Adult and Continuing Education will develop and implement a viable plan for administering continuing education and college credit courses off campus in at least 50% of the high schools located in Muskingum, Guernsey, Noble, Northern Morgan and Southern Coshocton counties with a minimum of 250 students enrolled in such locations by the Fall Quarter of 1976.
	<u>GOAL</u>	11.0	To provide counseling and advisement services to students and citizens which will assist them in choosing appropriate courses of study.
SS DI	OBJECTIVE	11.1	That the number of students who change their major in any given quarter will not exceed 5% of the enrollment.
DI SS	OBJECTIVE	11.2	For any quarter withdrawal grades will not exceed 5%.
SS P	OBJECTIVE	11.3	To evaluate and decide whether or not to seek local implementation of the Ohio Career Information System by September of 1976.

RESP.\*

	<u>GOAL</u>	12.0	To provide a system of instruction which is directed toward meeting the learning requirements and needs of individual students at the time they need it.
DI	OBJECTIVE	12.1	To revise course syllabi to include measurable learning objectives at the rate of one course per faculty member per quarter until all syllabi have been revised, starting with those courses taught at night by part-time faculty.
DI	OBJECTIVE	12.2	That a minimum of one course per year per division will be developed and made available on an individualized instructional basis.
DI	OBJECTIVE	12.3	That a minimum of 80% of the quarterly grades given in each division will be passing grades (A, B, C, D, P).
DI	OBJECTIVE	12.4	To improve instruction by making available to students for review, supplemental instruction, or make-up instruction, video tapes of frequently offered courses produced in-house at the rate of two courses by Fall of 1977 and three courses per year thereafter.
	<u>GOAL</u>	13.0	To provide a source of skilled manpower upon which the area may draw for the successful continuation and expansion of technical enterprises.
SS	OBJECTIVE	13.1	Same as Objective 1.1.
SS	OBJECTIVE	13.2	That 75% of the employed graduates will be employed within the College's six-county area.
	<u>GOAL</u>	14.0	To provide faculty facilities and consultant services for business, industry and the community.
PD SS	OBJECTIVE	14.1	To present the Putnam Restoration Project Slide/Tape presentation by area civic groups.
PD	OBJECTIVE	14.2	To serve as host and provide facilities for at least six meetings of area civic and service clubs and for at least six meetings of area business and professional organizations each year.
DI	OBJECTIVE	14.3	For any quarter the number of participants in special community service courses will be 10% higher than the same quarter of the previous year.
BM	OBJECTIVE	14.4	To maintain existing contracts for data processing services with area public school systems, the City of Zanesville and other non-profit organizations.
	<u>GOAL</u>	15.0	To cooperate and coordinate with area public and private institutions in order to prevent duplication of effort, maximize the resources available to students and faculty and realize the fullest benefits from the tax dollar.
P	OBJECTIVE	15.1	To enter into mutually beneficial contracts concerning the use of facilities, equipment and maintenance with OUZ.

<u>RESP.*</u>			
DI P	OBJECTIVE	15.2	To establish a Zanesville area Adult Education Coordinating Committee involving MATC, MAJVS, OUZ and other non-profit agencies such as the YMCA, YWCA, Art Institute, etc., which offer Adult and Continuing Education programs.
P DI	OBJECTIVE	15.3	To establish a Southeastern Ohio Technical Education Consortium (SEOTEC) in cooperation with other area technical colleges.
	<u>GOAL</u>	16.0	To accomplish all goals and activities in the most efficient, timely and economical manner compatible with quality offerings.
DI	OBJECTIVE	16.1	For any given quarter, a minimum average of 18 students per class will be achieved by each division. (Note-OBOR standards and funding stipulate 16 for technical and 24 for general and basic studies or an overall average class size of 20.)
DI SS	OBJECTIVE	16.2	Of the full-time students who initially enroll during the Fall Quarter, 80% will reenter the Spring Quarter.
DI	OBJECTIVE	16.3	Each instructor will teach a full load consisting of at least 14-16 teaching credit hours per quarter.
DI	OBJECTIVE	16.4	Each division chairman will teach 1/2 of a full load consisting of a maximum of 7-8 teaching credit hours per quarter.
DI	OBJECTIVE	16.5	The proliferation of courses will be reduced by combining those whose objectives are at least 75% identical.
BM	OBJECTIVE	16.6	That the total budget assigned will not be exceeded.
PD P	OBJECTIVE	16.7	All regularly scheduled reports to the Board of Trustees, Board of Regents, State Department of Education, and HEW-USOE will be complete and submitted on time.
P DI SS BM PD	OBJECTIVE	16.8	Unless otherwise indicated, all internal and external requests made of college personnel will be received within two weeks of the date of request.

#### MEANING OF "RESP"

All Institutional Goals must be pursued through the cooperation of every employee of the College. Objectives which lead to the achievement of a specific goal are more easily attained, however, when one person accepts the responsibility for fulfilling them. This classification of the responsibilities for achieving objectives involves only the five Executive Committee Officers who may, in turn, delegate responsibility to staff members, when appropriate.

#### KEY TO ABBREVIATIONS USED FOR RESPONSIBILITY

P = President's Office  
 DI = Dean of Instruction's Office and staff  
 SS = Dean of Student Services & Registrar's Office and staff  
 BM = Business Manager & Treasurer's Office and staff  
 PD = Planning & Development Office

NOTE: When more than one of the above is listed, the responsibility for achieving the objective is equally incumbent on all offices listed, although primary responsibility belongs to the first-listed officer.

MUSKINGUM AREA TECHNICAL COLLEGE  
Enabling Institutional Goals  
 and  
 Related Measurable Objectives - Part of the Ongoing  
Management by Objectives Effort

<u>RESP.*</u>	<u>GOAL</u>		
		17.0	To maintain NCA Accreditation and to obtain appropriate AMA Accreditations in the various health fields.
PD	OBJECTIVE	17.1	To conduct an annual review and evaluation of the previous self-study and concerns of the visiting team report.
P	OBJECTIVE	17.2	To participate in the OOTC voluntary visit examination program with a visit by January 1, 1977.
DI	OBJECTIVE	17.3	To establish and implement a schedule of activities leading to full accreditation by the appropriate AMA-related national organizations for Medical Laboratory, Medical Assisting, Medical Records and Radiologic Technologies.
P	OBJECTIVE	17.4	To organize for NCA institutional self-study in preparation for the publication of a report by December, 1977, and for the visit for reaffirmation of NCA accreditation in the Spring of 1978, in conjunction with an OBOR five-year review scheduled for the Summer of 1978.
	<u>GOAL</u>	18.0	To improve the overall management and supervision within the College.
PD	OBJECTIVE	18.1	To establish a plan for the development and implementation of a system of management by objectives. (MBO)
P	OBJECTIVE	18.2	The Administrative Council will meet at least once a month.
P	OBJECTIVE	18.3	Each quarter the Executive Committee of the Administrative Council will meet at least once with each of the following groups: general faculty, division faculties, faculty senate, student senate, business affairs, and student affairs.
SS	OBJECTIVE	18.4	To schedule a weekly common free period every quarter.
PD SS	OBJECTIVE	18.5	To develop a list of priorities and objectives related to needed institutional research.
	<u>GOAL</u>	19.0	To promote the common personal and professional welfare of the faculty through increased salaries, better work loads and conditions, and increased opportunities for specialized educational and occupational experiences.
P	OBJECTIVE	19.1	That the average salary increase of the faculty and staff will exceed the cost of living increase for the previous year on a national basis.

\*See the last page for the meaning of the word "RESP." (A key to the abbreviations is on the last page.)

<u>RESP.*</u>			
DI	OBJECTIVE	19.2	That 10% of the faculty will annually pursue summer educational opportunities related to their teaching specialty.
DI	OBJECTIVE	19.3	That 25% of the faculty will have the opportunity for at least part-time employment at the College during the Summer Quarter.
DI	OBJECTIVE	19.4	Same as Objective 7.3.
P	OBJECTIVE	19.5	To develop and evaluate a system of extended contracts for the faculty.
DI	OBJECTIVE	19.6	To write a recommended timetable and set of procedures for assigning salaries for the instructional staff by March 1.
P	OBJECTIVE	19.7	That a minimum of one-half of the merit salary increases for each professional employee will be based on the achievement of mutually agreed upon professional improvement objectives and other objective based performance measures.
	<u>GOAL</u>	20.0	To recruit, select and maintain a faculty of the highest caliber and ability.
DI	OBJECTIVE	20.1	That a minimum of four (4) applications from qualified applicants will be received for each vacancy.
DI	OBJECTIVE	20.2	That all new technical faculty hired will have a minimum of a bachelor's degree in the field or closely related field, plus two years of related occupational experience.
DI	OBJECTIVE	20.3	That all new general and basic studies faculty hired will have a minimum of a master's degree in the field or closely related field, plus two years of related teaching or occupational experience.
P	OBJECTIVE	20.4	That 90% of the renewal contracts issued to the faculty will be accepted.
DI	OBJECTIVE	20.5	To provide orientation and in-service training to all new, full and part-time faculty members in advance of their starting to teach, stressing the purpose and goals of technical education.
DI	OBJECTIVE	20.6	To revise and improve the faculty evaluation procedures.
DI	OBJECTIVE	20.7	To develop, place in the catalog and offer credit courses in vocational-technical teacher education for faculty in-service training purposes.
DI	OBJECTIVE	20.8	To make available on campus during the Fall Quarter, 1976, graduate courses for technical teachers that can be used for in-service training programs.
	<u>GOAL</u>	21.0	To foster an administration/teaching/learning environment which will encourage and enable instructors and students to perform to their greatest capability.



<u>RESP.*</u>			
DI	OBJECTIVE	21.1	Same as Objective 12.3.
P	OBJECTIVE	21.2	Same as Objective 18.2.
P	OBJECTIVE	21.3	Same as Objective 18.3.
	<u>GOAL</u>	22.0	To provide the best possible material, equipment, and facilities needed to support the teaching/learning process.
P BM	OBJECTIVE	22.1	Same as Objective 7.1.
P	OBJECTIVE	22.2	That 60% of the funds contained within the current budget when revised, will be allocated to instructional affairs.
PD	OBJECTIVE	22.3	To have 100% of the material dictated into the Word Processing System returned to the originator within two working days.
PD	OBJECTIVE	22.4	That actual construction of the new physical education facilities will be 50% complete by July, 1977.
PD	OBJECTIVE	22.5	That bids will be let for construction of the new health technologies facilities by July, 1977.
PD	OBJECTIVE	22.6	That an appropriation will be requested through the 1977 session of the Ohio Legislature for a new technology building consistent with the OUZ/MATC campus master plan.
	<u>GOAL</u>	23.0	To work toward the improvement of communications and understanding within the College.
P	OBJECTIVE	23.1	Same as Objective 18.2.
P	OBJECTIVE	23.2	Same as Objective 18.3.
	<u>GOAL</u>	24.0	To provide the most efficient and relevant instruction possible in the most efficient and economical manner.
DI SS	OBJECTIVE	24.1	Same as Goal 1.0 and Objectives 1.1 through 1.4.
DI	OBJECTIVE	24.2	Same as Objective 6.4.
DI	OBJECTIVE	24.3	Same as Goal 16.0 and Objectives 16.1 through 16.8.
PD	OBJECTIVE	24.4	To evaluate, and by January 1, to make a recommendation to the Administrative Council concerning the continuation or discontinuation of any major program whose full-time freshman enrollment has fallen below 15 for two consecutive fall quarters.
PD	OBJECTIVE	24.5	To conduct a community needs analysis survey and an industrial needs analysis survey perhaps in conjunction with area Chambers of Commerce.



RESP.\*

DI	OBJECTIVE	24.6	To study the need and offer recommendations for an Agri-Business Technology program for possible implementation for Fall, 1977.
	<u>GOAL</u>	25.0	To provide for a continuing and effective program of orientation, in-service training and professional growth for the faculty, administration and staff.
PD	OBJECTIVE	25.1	To revise the faculty handbook as required by new or changed college policies, procedures or guidelines.
DI	OBJECTIVE	25.2	An in-service training program will be conducted prior to the Fall Quarter and will receive a positive rating when evaluated by the participants.
DI	OBJECTIVE	25.3	That each year 50% of the faculty will attend either a state, regional or national meeting related to their duties.
P	OBJECTIVE	25.4	The evaluation for improvement system which incorporates self, colleague, supervisor and student comments, ratings and observations, as well as classroom/lab visitations, will be utilized annually and updated or improved as required.
P	OBJECTIVE	25.5	To establish an MBO - Personal Professional Improvement Objectives System for all college administration and faculty members.
DI	OBJECTIVE	25.6	That 75% of the faculty will hold one or more current memberships in professional societies or organizations related to their duties.
DI	OBJECTIVE	25.7	Same as Objective 7.3.
DI	OBJECTIVE	25.8	Same as Objective 19.2.
P	OBJECTIVE	25.9	Annual improvement conferences will be conducted by each employee's supervisor with the results of the quarterly student evaluation of teaching and the annual self, colleague and supervisor's evaluations used as a basis for discussion.
	<u>GOAL</u>	26.0	To assure equivalence, compatibility and coordination among the instructional departments.
P	OBJECTIVE	26.1	Same as Objective 18.2.
P	OBJECTIVE	26.2	Same as Objective 18.3.
DI	OBJECTIVE	26.3	The Dean of Instruction and Division Chairmen will meet at least once a month.
	<u>GOAL</u>	27.0	To provide valid and meaningful internship or cooperative education work experience opportunities which are relevant to the needs of the students.
DI	OBJECTIVE	27.1	That 80% of the job titles of interns will be contained within the field in which they are majoring or a closely related field.

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DI	OBJECTIVE	27.2	A list of experiences jointly agreed to by the employer and intern coordinator will be developed for each intern and evaluated by the coordinator.
DI	OBJECTIVE	27.3	To develop criteria by January 15 to permit early identification of Summer Quarter internship coordinators.
DI SS	OBJECTIVE	27.4	That 80% of those students having accrued 45 credit hours at the end of the Spring Quarter will obtain Summer Quarter internship positions.
	<u>GOAL</u>	28.0	To assure high quality equivalence of day and evening courses and of full and part-time instruction.
DI	OBJECTIVE	28.1	To insure that at least 60% of the classes taught during the evening and on Saturdays will be taught by regular full-time instructors.
DI	OBJECTIVE	28.2	Same as Objective 6.4.
DI	OBJECTIVE	28.3	An orientation program will be conducted for all first-time, part-time instructors.
P	OBJECTIVE	28.4	Same as Objective 25.4.
	<u>GOAL</u>	29.0	To schedule courses at such a time and in such a manner as to maximize enrollment, participation and learning by a variety of potential student populations.
DI SS	OBJECTIVE	29.1	Same as Objective 16.2.
DI	OBJECTIVE	29.2	To conduct an annual survey of existing students to determine their scheduling preferences.
SS	OBJECTIVE	29.3	For a given quarter, the number of students enrolled in day, evening, and Saturday classes will be 10% higher than the same quarter of the previous year.
SS	OBJECTIVE	29.4	To update, circulate and achieve substantial consensus for a student recruitment plan involving the entire College by February 1.
PD	OBJECTIVE	29.5	To achieve 98% accuracy on projections of Fall Quarter enrollment.
BM DI	OBJECTIVE	29.6	That book orders will be received no later than 60 days prior to the start of a quarter and that purchase orders for books will be sent to publishers no later than 45 days prior to the start of a quarter.
	<u>GOAL</u>	30.0	To develop and offer a variety of special CEU credit community service courses in response to the needs and interests of the community.

RES DI	* OBJECTIVE	30.1	Each division will develop and offer at least one special community service course per quarter.
DI	OBJECTIVE	30.2	For any given quarter, the number of students enrolled in special community service courses will be 10% higher than the same quarter of the previous year.
DI	OBJECTIVE	30.3	To implement by August 1 a system of area agents (coordinators) and school facility usage through the local school districts served by the College involving at least one school in each county served by the College.
	<u>GOAL</u>	31.0	To continue to solidify and improve the programs now in existence.
DI	OBJECTIVE	31.1	Same as Objective 6.4.
DI	OBJECTIVE	31.2	Same as Objective 12.2.
DI	OBJECTIVE	31.3	That laboratory experiments and class activities which would benefit from updating, will be identified and a schedule for updating them will be established.
DI	OBJECTIVE	31.4	To obtain OBOR associate degree program approval for existing options of Business Administration for Fall, 1976-77, funding.
	<u>GOAL</u>	32.0	To reduce the rate of student attrition and increase the percentage of student completions.
DI	OBJECTIVE	32.1	For any given quarter, a maximum of 10% of the grades earned within the College will be failures (F's) and a maximum of 5% will be withdrawals (W's), assuming a fair and objective performance-based grading system.
DI SS	OBJECTIVE	32.2	That a minimum of 50% of those students who enroll under probation, will have their probation lifted at the end of the term.
SS DI	OBJECTIVE	32.3	Same as Objective 1.3.
DI	OBJECTIVE	32.4	Same as Objective 1.4.
DI	OBJECTIVE	32.5	Same as Objective 16.5.
DI	OBJECTIVE	32.6	Same as Objective 12.3.
	<u>GOAL</u>	33.0	To expand the offering of evening and continuing education courses.
SS	OBJECTIVE	33.1	For any given quarter, the number of students enrolled in evening college credit courses will be 10% higher than the same quarter of the previous year.
SS	OBJECTIVE	33.2	College credit evening courses will be offered for the general public in at least two off-campus locations in each county served by the College.

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DI	OBJECTIVE	33.3	Same as Objective 10.1.
DI	OBJECTIVE	33.4	Same as Objective 10.2.
DI	OBJECTIVE	33.5	Same as Objective 10.3.
DI	OBJECTIVE	33.6	Same as Objective 30.1.
DI	OBJECTIVE	33.7	Same as Objective 30.2.
DI	OBJECTIVE	33.8	Same as Objective 30.3.
	<u>GOAL</u>	34.0	To assume a regional, state and national leadership position in the area of implementing new and improving instructional changes and innovations.
DI	OBJECTIVE	34.1	That the College will be represented in a minimum of two meetings or workshops whose primary theme pertains to instructional innovations.
PD	OBJECTIVE	34.2	Same as Objective 18.1.
DI	OBJECTIVE	34.3	Same as Objective 6.4.
DI	OBJECTIVE	34.4	Same as Objective 12.2.
P	OBJECTIVE	34.5	Same as Objective 25.4.
	<u>GOAL</u>	35.0	To study the external degree concept and the awarding of credit for nontraditional learning experiences and to make recommendations for possible implementation.
DI SS	OBJECTIVE	35.1	Same as Objective 4.2.
	<u>GOAL</u>	36.0	To make maximum effective use of available multi-media instructional aids, library services and learning aids.
DI	OBJECTIVE	36.1	That during any quarter the library circulation will equal the total headcount of students enrolled.
DI	OBJECTIVE	36.2	That during any quarter 75% of the faculty will utilize AV services.
DI	OBJECTIVE	36.3	That during any quarter 25% of the students will utilize the learning lab.
DI	OBJECTIVE	36.4	To review, study and offer recommendations concerning the learning resources availability at the College to insure most effective use.
DI	OBJECTIVE	36.5	Same as Objective 6.4.
DI	OBJECTIVE	36.6	Same as Objective 12.2.

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DI	OBJECTIVE	36.7	To establish an indexing and retrieval system of all college learning resource materials.
	<u>GOAL</u>	37.0	To expand the College's offerings in the area of allied health.
DI	OBJECTIVE	37.1	To implement the following newly-approved associate degree programs during the Fall Quarter of 1976: Emergency Medical, Medical Records, Radiologic and Medical Laboratory.
PD DI	OBJECTIVE	37.2	To enter into formal agreements with area hospitals and health agencies for providing clinical instruction necessary for allied health program implementation by the August, 1976, Board of Trustees meeting.
PD	OBJECTIVE	37.3	To obtain SDVE approval of EMT, MLT, MRT and RT programs prior to implementation.
DI	OBJECTIVE	37.4	To establish and implement a sequence of steps leading to full accreditation by the appropriate AMA-related national organizations for MLT, MAT, MRT and RT.
DI	OBJECTIVE	37.5	Upon publication of the OBOR Veterinary Medicine Advisory Committee report to make a determination of whether or not to pursue a program in Animal Health Assisting Technology.
	<u>GOAL</u>	38.0	To utilize the College's existing computer capabilities more effectively in the area of student, financial and personnel records management and reporting.
SS	OBJECTIVE	38.1	To provide up-to-date class enrollment data during the registration period in order to make better management decisions on class closings, cancellations, new sections, etc.
BM PD	OBJECTIVE	38.2	To establish a system of personnel records on the computer.
SS	OBJECTIVE	38.3	To enable Student Service professional personnel to spend at least 50% of their time on counseling and advising of returning and first-time students during the registration period of each quarter.
SS	OBJECTIVE	38.4	To insure that the College FTE Reports reflect all eligible credit hours for OBOR Subsidy.
BM	OBJECTIVE	38.5	To implement program budgeting by July, 1977.
BM	OBJECTIVE	38.6	To provide all departments within the College with current operational budget reports on a monthly basis by July, 1977.
BM	OBJECTIVE	38.7	To process income on a daily basis to insure maximum income from the investment of college funds.

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BM	OBJECTIVE	38.8	To process all accounts payables within 15 days after authorization for payment in order to earn maximum discounts on all invoices.
BM	OBJECTIVE	38.9	To develop and maintain an up-to-date computer inventory of all college property and equipment.
BM	OBJECTIVE	38.10	To develop and maintain an up-to-date computer inventory of all bookstore merchandise.
PD SS	OBJECTIVE	38.11	To utilize computer data base information for completing 75% of college, state and federal reports.
DI	OBJECTIVE	38.12	To provide experimental capability for computer assisted instruction in college programs.
DI	OBJECTIVE	38.13	To develop and maintain an up-to-date computer inventory of all college learning resource materials.
SS	OBJECTIVE	38.14	To maintain student transcripts on a computer file for research purposes and for insuring that prerequisites have been completed for courses requested.
SS	OBJECTIVE	38.15	To utilize closed circuit television to indicate course closings and cancellations to students and college personnel immediately for scheduling purposes by Fall, 1976.

#### MEANING OF "RESP"

All Institutional Goals must be pursued through the cooperation of every employee of the College. Objectives which lead to the achievement of a specific goal are more easily attained, however, when one person accepts the responsibility for fulfilling them. This classification of the responsibilities for achieving objectives involves only the five Executive Committee Officers who may, in turn, delegate responsibility to staff members, when appropriate.

#### KEY TO ABBREVIATIONS USED FOR RESPONSIBILITY

P = President's Office  
 DI = Dean of Instruction's Office and staff  
 SS = Dean of Student Services & Registrar's Office and staff  
 BM = Business Manager & Treasurer's Office and staff  
 PD = Planning & Development Office

NOTE: When more than one of the above is listed, the responsibility for achieving the objective is equally incumbent on all offices listed, although primary responsibility belongs to the first-listed officer.

M E M O R A N D U M

TO: Administration & Faculty

FROM: Terry J. Puckett, President

DATE: Tuesday, May 25, 1976

SUBJECT: MBO - Personal Professional Improvement Objectives

In accordance with our on-going MBO and evaluation for improvement effort, I have developed ten (10) measurable performance objectives which I hope and expect to accomplish during the coming year at MATC. I am submitting these for your perusal since I would like to challenge you to do the same. Please note concerning these objectives that each is sufficiently specific to be measurable as to whether it is attained or not, that each is expected to be achieved by June 30, 1977, unless otherwise stated, and that some are sufficiently challenging that I will be hard put to achieve the same.

I would like very much to have all of our objectives set, compiled and available by Friday, June 18. Such a well-formulated set of objectives, when combined with the College's goals and objectives, I think will both provide us greater direction and inspire us toward greater attainment during the coming year. Accordingly, I would like to receive your set of 5-10 objectives by Friday, June 11. They should be submitted through your respective supervisor and senior administrative officer, reviewed by them if necessary, and forwarded to me for compilation.

As mentioned previously, your personal objectives should be challenging and difficult, but not impossible or improbable. They should relate to the overall goal provided and should be sufficiently measurable that both you and your supervisor can readily determine whether or not each has been attained. Achievement and progress toward achievement of your stated objectives will contribute toward your annual performance evaluation.

It is not anticipated that the achievement of your objectives will call for any expenditure of funds by the College beyond those provided in the College's operating budget.

I am available, if needed, to individually assist you in this objective-setting task. Thanks for your cooperation.

baq

Attachments (2)

MATC PERSONAL PROFESSIONAL IMPROVEMENT OBJECTIVES, 1976-77

GOAL 1.0 To enhance my knowledge, attitude, skills and contribution as a professional/educator and as an employee of the College.

OBJECTIVE 1.1

OBJECTIVE 1.2

OBJECTIVE 1.3

OBJECTIVE 1.4

OBJECTIVE 1.5

OBJECTIVE 1.6

OBJECTIVE 1.7

OBJECTIVE 1.8

OBJECTIVE 1.9

OBJECTIVE 1.10

UNIVERSITY OF CALIF.  
LOS ANGELES

RECEIVED

CLEARINGHOUSE FOR  
JUNIOR COLLEGES

EMPLOYEE: \_\_\_\_\_ SUPERVISOR: \_\_\_\_\_

POSITION: \_\_\_\_\_ DIV./DEPT.: \_\_\_\_\_

5/25/76